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Proposed programme budget for the biennium 2012-2013*

Part IV
International cooperation for development

Section 10
Least developed countries, landlocked developing countries and small island developing States

(Programme 8 of the strategic framework for the period 2012-2013)**

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* A summary of the approved programme budget will be issued as *Official Records of the General Assembly, Sixty-sixth Session, Supplement No. 6* (A/66/6/Add.1).

** *Official Records of the General Assembly, Sixty-fifth Session, Supplement No. 6* (A/65/6/Rev.1).

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Overview

Table 10.1 **Estimates of expenditure**

Proposal submitted by the Secretary-General	$6 665 500[a]
Revised appropriation for 2010-2011	$7 406 100

[a] At 2010-2011 rates.

Table 10.2 **Proposed staffing resources**

Posts	*Number*	*Level*
Regular budget		
Proposed for the biennium 2012-2013	18	1 USG, 1 D-2, 1 D-1, 3 P-5, 5 P-4, 2 P-3, 1 P-2/1, 4 GS (OL)
Approved for the biennium 2010-2011	18	1 USG, 1 D-2, 1 D-1, 3 P-5, 5 P-4, 2 P-3, 1 P-2/1, 4 GS (OL)

Abbreviations: USG, Under-Secretary-General; GS, General Service; OL, Other level.

10.1 The legislative authority for the programme derives from General Assembly resolutions 55/279, by which the Assembly endorsed the Programme of Action for the Least Developed Countries for the Decade 2001-2010 ("Brussels Programme of Action"), adopted at the Third United Nations Conference on the Least Developed Countries, held in Brussels in May 2001, and 56/227, whereby the Assembly decided to establish the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States in accordance with the recommendations of the Secretary-General (see A/56/645 and Add.1 and Add.1/Corr.1 and 2).

10.2 The mandate of the programme covers four main elements:

(a) Mobilization and coordination of international support and resources for the effective implementation of: (i) the new programme of action for the least developed countries, to be adopted at the forthcoming Fourth United Nations Conference on the Least Developed Countries, to be held in Istanbul, Turkey, in May 2011; (ii) the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries; and (iii) the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States;

(b) Enhanced monitoring and follow-up of the three programmes of action;

(c) Awareness-raising and advocacy with respect to the three groups of countries (least developed countries, landlocked developing countries and small island developing States) and the related programmes of action;

(d) Reporting on the implementation of the new programme of action for the least developed countries and the Almaty Programme of Action as effective tools for reaching the international development goals of the countries concerned.

10.3 The programme will also contribute to achieving the internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of major United Nations conferences and international agreements. It will mobilize international support in favour of its three groups of constituencies in the areas of capacity-building and

increased technical and financial resources in promoting sustained growth and sustainable development. Gender is an important dimension in the implementation of the three programmes of action.

10.4 The overall programme of work of the Office of the High Representative is designed around three interdependent and complementary subprogrammes, namely: subprogramme 1: Least developed countries; subprogramme 2: Landlocked developing countries; and subprogramme 3: Small island developing States.

10.5 With a view to addressing the objectives in each of the three main areas of endeavour, the Office of the High Representative will use a combination of the following approaches and strategies:

(a) Raising awareness and advocating that the concerns of the least developed countries, landlocked developing countries and small island developing States be placed high on the global development cooperation agenda in order to maintain the focus on their special needs and ensure that global economic governance, coherence and solidarity are brought to bear on the problems and challenges relating to these three groups of vulnerable countries;

(b) Mobilizing international support and resources in favour of the three groups of countries to help them overcome their vulnerabilities, build resilience and set themselves on a path of economically, socially and environmentally sustained and sustainable development;

(c) Monitoring and following up in order to foster supportive policies in groups of countries in special situations and their development partners in accordance with their respective programmes of action and other internationally agreed development goals;

(d) Working with organizations of the United Nations system and other international organizations, including regional organizations, the donor community and civil society, to ensure the mainstreaming of the priorities identified in each of the three programmes of action;

(e) Supporting the effective participation of the least developed countries in intergovernmental processes, including through the articulation of their needs, concerns and interests, and continuing to make the case that these three groups of countries deserve special consideration and treatment in order to overcome their vulnerabilities;

(f) Building partnerships towards the implementation of the Almaty Programme of Action by establishing coordinating mechanisms at the national, subregional and global levels;

(g) Monitoring and coordinating the implementation of specific actions and initiatives with the aim of establishing efficient transit transport systems in landlocked and transit developing countries;

(h) Promoting South-South cooperation in various areas for the benefit of the countries of the three groups;

(i) Reaching out to all stakeholders, including civil society and the private sector, to enhance support for the three groups of countries;

(j) Maximizing synergies among the three subprogrammes based on the common problems and challenges faced by the three groups of countries, which include structural weaknesses, vulnerability to external shocks, small economies, a marginal position in the world economy and geographical disadvantages.

10.6 The Office of the High Representative carries out its activities in cooperation with other departments and offices of the Secretariat, entities of the United Nations system and entities external to the United Nations, including the system of national focal points for the implementation

of the Brussels Programme of Action. In particular, collaboration with the United Nations Conference on Trade and Development, the Department of Economic and Social Affairs, the Office of the Special Adviser on Africa and the regional commissions are of major importance for the Office of the High Representative in effectively discharging its mandate. The United Nations resident coordinator system is instrumental in the country-level implementation of the three programmes of action.

10.7 The Office of the High Representative has sought to maximize efficiency by enhancing collaboration between the subprogrammes. For example, the terms of reference used in commissioning consultancies often include data and analyses not only for the least developed countries but also for landlocked developing countries and small island developing States. Additionally, thematic studies often cover more than one category of country.

10.8 The Office's mandate for system-wide coordination on issues relating to the least developed countries, landlocked developing countries and small island developing States has been carried out effectively, especially in the context of mobilizing all agencies in support of the three programmes of action under the Office's mandate. The Office and several United Nations and other entities have jointly implemented and continue to jointly implement many advocacy, capacity-building and resource mobilization activities. In addition, with a view to maximizing efficiency in the fulfilment of its mandates, the Office has increasingly made use of videoconferencing to facilitate consultations with and deliver outputs to Member States and United Nations and other entities. The Office will continue to use videoconferencing and other information and communications technology tools.

10.9 In 2008, the Secretary-General realigned, on an experimental basis, the Office of the Special Adviser on Africa and the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States. The realignment aims to reinforce advocacy efforts and promote greater inter-agency coordination and donor contact to mobilize support for programmes dedicated to Africa's development and to the least developed countries, landlocked developing countries and small island developing States; to streamline operations and eliminate duplication and overlap so as to increase the focus on Africa's development and the specific needs of the least developed countries, landlocked developing countries and small island developing States; to amplify efforts to raise awareness and maintain political momentum for addressing the challenges facing these countries with special needs; and to maximize the use of resources in the delivery of United Nations support for countries with special needs.

10.10 Following up on the outcomes and recommendations that will arise from the Fourth United Nations Conference on the Least Developed Countries, the Secretary-General intends to provide Member States with an assessment of the impact of the realignment on both Offices since it was initiated in 2008, with the aim of determining the programme and section configuration, design and mandates that could be considered by the General Assembly.

10.11 In its resolution 63/260, the General Assembly provided the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States with three additional P-4 posts, which have strengthened the capacity of the Office to undertake its development-related activities, in particular with regard to the substantive preparations for the Fourth United Nations Conference on the Least Developed Countries by (a) supporting the least developed countries to prepare an outcome document that addresses those countries' development needs; (b) assisting landlocked developing countries in launching the Multilateral Agreement for the Establishment of an International Think Tank for Landlocked Developing Countries to improve analytical capability in the areas of transit policy, infrastructure development and maintenance, and international trade and trade facilitation; and (c) advocating the

special need for small island developing States to establish an initiative aimed at supporting those States' efforts to reduce their heavy dependence on imported fossil fuel for energy. The three posts have also enhanced the research capacity of the Office and thus played an important role in the preparation of the outcome documents of the Fourth United Nations Conference on the Least Developed Countries.

10.12 The overall resources required for the biennium 2012-2013 under this section amount to $6,665,500 before recosting, reflecting a decrease of $740,600 (or 10 per cent) owing to the discontinuation of the one-time provisions approved in the biennium 2010-2011. The decrease shown in table 10.5 can be summarized as follows:

(a) The decrease of $2,000 under executive direction and management reflects the net effect of decreased requirements arising from the discontinuation of a non-recurrent provision under furniture and equipment for the preparation of the Fourth United Nations Conference on the Least Developed Countries ($4,800), partially offset by increased requirements under contractual services for Citrix licences for business continuity ($2,800);

(b) The decrease of $738,600 under programme of work comprises: (i) the discontinuation of a non-recurrent provision for general temporary assistance for the preparation of the Fourth United Nations Conference on the Least Developed Countries ($692,900) and (ii) the discontinuation of a non-recurrent provision for travel of staff to service the regional preparatory meetings for the Conference ($45,700).

10.13 One of the functions of the Office of the High Representative relates to the mobilization of extrabudgetary resources for the implementation of the Almaty Programme of Action, the Brussels Programme of Action, the Programme of Action for the Sustainable Development of Small Island Developing States ("Barbados Programme of Action") and the Mauritius Strategy, as well as other initiatives for least developed countries, landlocked developing countries and small island developing States. During the biennium 2012-2013, projected extrabudgetary resources amounting to $1,486,000 will complement resources from the regular budget to finance various activities, including the ten-year review of the Almaty Programme of Action; the participation of national focal points of least developed countries in the substantive sessions of the Economic and Social Council; and the meetings and workshops for following up on the implementation of the new programme of action for the least developed countries. A net decrease of $3,078,000 for the biennium 2012-2013 compared with the revised estimate of $4,564,000 for the biennium 2010-2011 relates mainly to reduced requirements owing to the completion of the Fourth United Nations Conference on the Least Developed Countries.

10.14 Pursuant to General Assembly resolution 58/269, resources identified for the conduct of monitoring and evaluation would amount to $112,400, reflected under executive direction and management (equivalent to half of one work-month each at the levels of D-2 and D-1, to one work-month at the level of P-5 and to eight work-months at the level of P-4).

10.15 The issue of publications as part of the programme of work has been reviewed in the context of each subprogramme. It is anticipated that recurrent and non-recurrent publications will be issued as summarized in table 10.3 below and in the information on outputs for each subprogramme.

Table 10.3 **Summary of publications**

Publications	*2008-2009 actual*	*2010-2011 estimate*	*2012-2013 estimate*
Recurrent	8	10	10
Non-recurrent	11	1	8
Total	**19**	**11**	**18**

10.16 It is estimated that the resources of the programme in the biennium 2012-2013 will be distributed between the programme's two components as shown in table 10.4.

Table 10.4 **Distribution of resources by component**

(Percentage)

Component	*Regular budget*	*Extrabudgetary*
A. Executive direction and management	38.3	—
B. Programme of work	61.7	100.0
Total	**100.0**	**100.0**

Table 10.5 **Resource requirements by component**

(Thousands of United States dollars)

(1) *Regular budget*

Component	*2008-2009 expenditure*	*2010-2011 appropriation*	*Resource growth*		*Total before recosting*	*Recosting*	*2012-2013 estimate*
			Amount	*Percentage*			
A. Executive direction and management	2 874.3	2 558.1	(2.0)	(0.1)	2 556.1	31.1	2 587.2
B. Programme of work	2 050.9	4 848.0	(738.6)	(15.2)	4 109.4	(9.3)	4 100.1
Subtotal	**4 925.1**	**7 406.1**	**(740.6)**	**(10.0)**	**6 665.5**	**21.8**	**6 687.3**

(2) *Extrabudgetary*

	2008-2009 expenditure	*2010-2011 estimate*	*2012-2013 estimate*
Subtotal	**670.4**	**4 564.0**	**1 486.0**
Total (1) and (2)	**5 595.5**	**11 970.1**	**8 173.3**

Table 10.6 **Post requirements**

Category	*Established regular budget posts*		*Temporary posts*				*Total*	
			Regular budget		*Extrabudgetary*			
	2010-2011	*2012-2013*	*2010-2011*	*2012-2013*	*2010-2011*	*2012-2013*	*2010-2011*	*2012-2013*
Professional and above								
USG	1	1	—	—	—	—	1	1
D-2	1	1	—	—	—	—	1	1
D-1	1	1	—	—	—	—	1	1
P-5	3	3	—	—	—	—	3	3
P-4/3	7	7	—	—	—	—	7	7
P-2/1	1	1	—	—	—	—	1	1
Subtotal	**14**	**14**	—	—	—	—	**14**	**14**
General Service								
Other level	4	4	—	—	—	—	4	4
Subtotal	**4**	**4**	—	—	—	—	**4**	**4**
Total	**18**	**18**	—	—	—	—	**18**	**18**

A. Executive direction and management

Resource requirements (before recosting): $2,556,100

10.17 The High Representative is responsible for the overall direction, supervision and management of the Office in the implementation of its mandates and approved programme of work. He engages in high-level consultations with Member States, organizations of the United Nations system, multilateral financial institutions and civil society groups, approves reports and assists the Economic and Social Council and the General Assembly in their reviews and assessments of progress achieved in the implementation of the programmes of action for the three groups of countries.

10.18 The Office assists the High Representative in discharging his responsibilities and provides overall administrative support services related to the programme of work.

Table 10.7 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work and of staff and financial resources

Expected accomplishments of the Secretariat	**Indicators of achievement**
(a) Programme of work is effectively managed and supported by staff and financial resources	(a) (i) Timely delivery of outputs and services

	Performance measures 2008-2009: 90 per cent of outputs are delivered within established deadlines Estimate 2010-2011: 90 per cent of outputs are delivered within established deadlines Target 2012-2013: 92 per cent of outputs are delivered within established deadlines (ii) Efficient and effective utilization of resources *Performance measures* 2008-2009: 98 per cent expenditure compared with funds available Estimate 2010-2011: 98 per cent expenditure compared with funds available Target 2012-2013: 98 per cent expenditure compared with fundsavailable
(b) Increased timeliness of submission of documentation	(b) Increased percentage of pre-session documents submitted by the required deadline *Performance measures* 2008-2009: not applicable Estimate 2010-2011: 90 per cent Target 2012-2013: 92 per cent
(c) Increased awareness of the special needs and concerns of the least developed countries, landlocked developing countries and small island developing States that require attention by Member States and international organizations	(c) Increased number of statements, declarations, resolutions and decisions whereby Member States address issues that have been brought to their attention *Performance measures* 2008-2009: 28 statements Estimate 2010-2011: 34 statements Target 2012-2013: 36 statements

External factors

10.19 The executive direction and management component is expected to achieve its objectives and expected accomplishments on the assumption that: (a) there is continuous political will on the part of the donor community to assist the three groups of countries in the implementation of the

programmes of action; and (b) Member States actively participate in the relevant meetings of the Economic and Social Council, the Second Committee of the General Assembly and other intergovernmental bodies.

Outputs

10.20 During the biennium 2012-2013, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary):

(i) Substantive servicing of meetings: annual sessions of the General Assembly (2); annual sessions of the Economic and Social Council (2);

(ii) Substantive servicing of the inter-agency machinery and special initiatives of the Secretary-General: United Nations Development Group (2); Executive Committee on Economic and Social Affairs (4); High-Level Committee on Programmes of the Chief Executives Board for Coordination (2); taskforces of the Secretary-General (2);

(iii) Substantive contributions to global conferences and forums (20);

(b) Other substantive activities (regular budget):

(i) Press releases and press conferences on issues of concern to the least developed countries, landlocked developing countries and small island developing States (10);

(ii) Sessions on the project on mainstreaming the new programme of action on the least developed countries, the Almaty Programme of Action and the Mauritius Strategy into the work programmes of organizations of the United Nations system (2);

(c) Administration, oversight (regular budget):

(i) Programme planning, budget, accounts: coordination and preparation of the relevant programme of the strategic framework; coordination and preparation of the relevant section of the proposed programme budget;

(ii) Evaluation: coordination and quality assurance in relation to the biennial evaluations of programme performance.

Table 10.8 **Resource requirements: executive direction and management**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Post	1 978.5	1 978.5	6	6
Non-post	579.6	577.6	—	—
Subtotal	**2 558.1**	**2 556.1**	**6**	**6**
Extrabudgetary	—	—	—	—
Total	**2 558.1**	**2 556.1**	**6**	**6**

10.21 The amount of $2,556,100 comprises: (a) $1,978,500 for the continuation of six posts (1 Under-Secretary-General, 1 D-2, 1 P-5 and 3 General Service (Other level)); and (b) $577,600 for non-post requirements. The decrease of $2,000 reflects the net effect of decreased requirements

reflecting the discontinuation of a non-recurrent provision under furniture and equipment for the preparation of the Fourth United Nations Conference on the Least Developed Countries ($4,800), partially offset by increased requirements under contractual services for Citrix licences for business continuity ($2,800).

B. Programme of work

Subprogramme 1
Least developed countries

10.22 Substantive responsibility for this subprogramme is vested in the Least Developed Countries Unit. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 1 of programme 8 of the strategic framework for the period 2012-2013.

Table 10.9 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To enable the least developed countries to overcome their vulnerabilities and build resilience to achieve the Millennium Development Goals and the internationally agreed development goals; and to mobilize international support for their sustained economic growth and sustainable development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened partnership between the least developed countries and development partners	(a) Increased number of measures undertaken by development partners in support of the development of the least developed countries *Performance measures* 2008-2009: 9 countries provide more than 0.15 per cent of their gross national income as official development assistance to the least developed countries Estimate 2010-2011: 9 countries provide more than 0.15 per cent of their gross national income as official development assistance to the least developed countries Target 2012-2013: 11 countries provide more than 0.15 per cent of their gross national income as official development assistance to the least developed countries
(b) Enhanced capacity of least developed countries to mainstream the new programme of action, the Millennium Development Goals and internationally agreed development goals into their national development strategies	(b) Increased number of least developed countries mainstreaming the new programme of action, the Millennium Development Goals and internationally agreed development goals into their national development strategies

	Performance measures 2008-2009: 18 countries Estimate 2010-2011: 20 countries Target 2012-2013: 25 countries
(c) Enhanced coordination among United Nations entities and other international and multilateral organizations to ensure integrated follow-up and support for the least developed countries	(c) (i) Increased number of United Nations entities and other international and multilateral organizations that maintain and report on their activities in support of the least developed countries *Performance measures* 2008-2009: 25 entities Estimate 2010-2011: 27 entities Target 2012-2013: 28 entities (ii) Increased number of joint activities, including task forces, workshops, seminars, panels, briefings and publications *Performance measures* 2008-2009: 10 joint activities Estimate 2010-2011: 15 joint activities Target 2012-2013: 15 joint activities

External factors

10.23 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) the least developed countries and their development partners are fully committed to the effective implementation of the new programme of action; (b) the security and political situation in the least developed countries is conducive to the implementation of the new programme of action; and (c) adequate external financial resources are made available to support the least developed countries.

Outputs

10.24 During the biennium 2012-2013, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary):

(i) General Assembly:

a. Substantive servicing of meetings: substantive servicing of the plenary meetings and meetings of the Second Committee (6);

b. Parliamentary documentation: annual progress reports on the implementation of the new programme of action to the General Assembly (2);

(ii) Economic and Social Council:

a. Substantive servicing of meetings: annual reviews of the implementation of the new programme of action during the general segment of the substantive session (4);

b. Parliamentary documentation: annual progress reports on the implementation of the new programme of action (2);

(iii) Annual ministerial meetings of the least developed countries: substantive servicing of the meetings (2);

(b) Other substantive activities (regular budget and extrabudgetary):

(i) Recurrent publications: newsletters of the Office of the High Representative (8); publication on best practices in mainstreaming the new programme of action into national development strategies (1); publication on progress in the implementation of the new programme of action by organizations of the United Nations system (Open Forum for Partnership) (1);

(ii) Non-recurrent publications: guide for parliamentarians on implementing the new programme of action (1); publication on effective support for fragile and post-conflict least developed countries (1); publication on the role of the private sector in advancing the implementation of the new programme of action (1); publication on the role of civil society in advancing the implementation of the new programme of action (1);

(iii) Booklets, fact sheets, wall charts, informational kits: *World Statistics Pocketbook: Least Developed Countries* (1); informational material pertaining to a global outreach campaign for the new programme of action for the least developed countries (1); press releases on issues relating to the least developed countries (8);

(iv) Special events: ministerial round table (1); ministerial breakfast round table (1); workshops for national focal points (2); meetings of the Open Forum on Partnerships to further the implementation of the new programme of action (2); non-governmental organization forum (1); ministerial review meeting on the implementation, monitoring and follow-up mechanisms of the new programme of action (1); inter-agency consultative group meetings (2); workshop on awareness-raising on the role of parliaments in implementing the new programme of action (1); support to the Global Business Partnership Forum for the development of the least developed countries (1); press conferences on issues relating to the least developed countries (4); workshops in selected least developed countries on best practices and challenges faced in the implementation of the new programme of action (6).

Subprogramme 2
Landlocked developing countries

10.25 Substantive responsibility for this subprogramme is vested in the Landlocked Developing Countries Unit. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 2 of programme 8 of the strategic framework for the period 2012-2013.

Table 10.10 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure effective implementation of the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Progress towards establishing efficient transit transport systems and reducing trade transaction costs	(a) (i) Increased number of specific actions, such as standardization and simplification of procedures for border crossing, taken by landlocked and transit developing countries *Performance measures* 2008-2009: 250 activities or measures Estimate 2010-2011: 250 activities or measures Target 2012-2013: 252 activities or measures (ii) Increased number of activities by the United Nations system and other development partners in support of the implementation of the Almaty Programme of Action *Performance measures* 2008-2009: 250 activities Estimate 2010-2011: 255 activities Target 2012-2013: 260 activities
(b) Increased international resources in support of the special needs of landlocked developing countries	(b) Increased percentage of official development assistance in support of landlocked developing countries allocated for aid-for-trade purposes *Performance measures* 2008-2009: not applicable Estimate 2010-2011: 3 per cent of official development assistance Target 2012-2013: 4 per cent of official development assistance

External factors

10.26 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that landlocked and transit developing countries and their development partners are fully committed to the timely and effective implementation of the Almaty Programme of Action.

Outputs

10.27 During the biennium 2012-2013, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary):

(i) General Assembly:

a. Substantive servicing of meetings: substantive servicing of the plenary meetings and of meetings of the Second Committee (4);

b. Parliamentary documentation: reports on progress made in the implementation of the Almaty Programme of Action (2);

(ii) Ten-year review of the Almaty Programme of Action:

a. Substantive servicing of meetings: substantive servicing of meetings on the 10-year review of the Almaty Programme of Action (4); Africa regional preparatory review meetings (4); Asia and the Pacific regional preparatory review meetings (4); Latin America regional preparatory review meetings (4); pre-conference thematic and sectoral meetings (10);

b. Parliamentary documentation: report on progress made in the implementation of the Almaty Programme of Action from 2003 to 2013 (1); reports on the regional preparatory review meetings (3); report on the meetings on the 10-year review of the Almaty Programme of Action (1);

(iii) Annual ministerial meeting of landlocked developing countries: substantive servicing of meetings (2);

(b) Other substantive activities (regular budget and extrabudgetary resources):

(i) Non-recurrent publications: assessment of trade facilitation measures, including the trade facilitation negotiations held in the framework of the World Trade Organization's Doha Development Agenda and the impact of those negotiations on the economies of landlocked developing countries (1); publication on the vulnerability of landlocked developing countries to external shocks, suggested vulnerability indicators for early warning purposes in landlocked developing countries (1); publication on the implications of climate change on landlocked developing countries and mitigation measures (1);

(ii) Booklets, fact sheets, wall charts, informational kits: *World Statistics Pocketbook: Landlocked Developing Countries* (1); conference brochure (1); informational material for the meetings on the 10-year review of the Almaty Programme of Action (1); press releases on issues relating to landlocked developing countries (8);

(iii) Special events: inter-agency consultative group meetings on the implementation of the Almaty Programme of Action (2); event for promoting the regional intergovernmental agreement on the trans-African highway (1); round table on the implications of climate change for landlocked developing countries and mitigation measures (1); panel on the practical significance of the provisions of the United Nations Convention on the Law of

the Sea relevant to landlocked developing countries (1); press conferences on issues relating to landlocked developing countries (8).

Subprogramme 3
Small island developing States

10.28 Substantive responsibility for this subprogramme is vested in the Small Island Developing States Unit. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 3 of programme 8 of the strategic framework for the period 2012-2013.

Table 10.11 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To foster the achievement of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened international support for the implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States	(a) Increased number of United Nations and other international organizations and donors according special focus to issues relating to small island developing States *Performance measures* 2008-2009: 25 United Nations and other international organizations and donors Estimate 2010-2011: 28 United Nations and other international organizations and donors Target 2012-2013: 29 United Nations and other international organizations and donors
(b) Enhanced international support to small island developing States to enable them to adequately adapt to climate change	(b) Increased number of support measures by development partners to assist small island developing States in adapting to climate change *Performance measures* Increased number of development partners that publicly or officially pledge support for small island developing States programmes under climate change fast-track financing initiatives 2008-2009: not applicable Estimate 2010-2011: 5 partners Target 2012-2013: 10 partners

(c) Enhanced inter-agency collaboration and partnerships in support of the small island developing States	(c) Increased number of joint programmes and activities, including seminars, panels, briefings and publications *Performance measures* 2008-2009: 5 joint programmes Estimate 2010-2011: 6 joint programmes Target 2012-2013: 7 joint programmes

External factors

10.29 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that the small island developing States and their development partners are fully committed to the timely and effective implementation of the Mauritius Strategy.

Outputs

10.30 During the biennium 2012-2013, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) General Assembly: parliamentary documentation: contributions to the annual reports on progress made in the implementation of the Mauritius Strategy (2); inputs to the annual reports on oceans and the law of the sea as it pertains to small island developing States (2);

(ii) Ad hoc expert groups: coordination of entities of the United Nations system and other relevant organizations to support the setting up of marine scientific research centres in regions comprising small island developing States (1);

(b) Other substantive activities (regular budget):

(i) Non-recurrent publications: publication on the coordination of entities of the United Nations system and other relevant organizations to support the setting up of marine scientific research centres in regions comprising small island developing States (1);

(ii) Booklets, fact sheets, wall charts, informational kits: material on implementing the Barbados Programme of Action and the Mauritius Strategy (4); *World Statistics Pocketbook: Small Island Developing States* (1); press releases on issues relating to small island developing States (4);

(iii) Special events: open discussion on the outcome of the United Nations Conference on Sustainable Development, to be held in Rio de Janeiro, Brazil, from 4 to 6 June 2012, with regard to the promotion of a green economy and the strengthening of regional and national sustainable development frameworks in small island developing States (1); open discussion on the impact of the outcomes of climate change meetings on the implementation of the Barbados Programme of Action and the Mauritius Strategy (1); press conferences on issues relating to small island developing States (4).

Table 10.12 **Resource requirements: subprogrammes 1 to 3**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Post	3 914.7	3 914.7	12	12
Non-post	933.3	194.7	—	—
Subtotal	**4 848.0**	**4 109.4**	**12**	**12**
Extrabudgetary	4 564.0	1 486.0	—	—
Total	**9 412.0**	**5 595.4**	**12**	**12**

10.31 The amount of $4,109,400 comprises: (a) $3,914,700 for the continuation of 12 posts (1 D-1, 2 P-5, 5 P-4, 2 P-3, 1 P-2 and 1 General Service (Other level)); and (b) $194,700 for other, non-post, staff costs, the engagement of consultants and experts, travel of staff and contractual services. The decrease of $738,600 under non-post requirements relates to the discontinuation of a non-recurrent provision of general temporary assistance for the preparation of the Fourth United Nations Conference on the Least Developed Countries ($692,900) and the discontinuation of a non-recurrent provision for travel of staff to service the regional preparatory meetings for that Conference ($45,700).

10.32 During the biennium 2012-2013, extrabudgetary resources estimated at $1,486,000 will complement resources from the regular budget to finance various activities, including the 10-year review of the Almaty Programme of Action; to enhance the participation of national focal points from least developed countries in the substantive sessions of the Economic and Social Council; and to hold meetings and workshops to follow up on the implementation of the new programme of action for the least developed countries. Extrabudgetary resources will be utilized for consultancy services, studies, publications, travel of experts, representatives and staff, contractual services, and hospitality. A net decrease of $3,078,000 for the biennium 2012-2013 against the revised estimates of $4,564,000 for the biennium 2010-2011 relates mainly to reduced requirements owing to the fact that the Fourth United Nations Conference on the Least Developed Countries will have taken place.

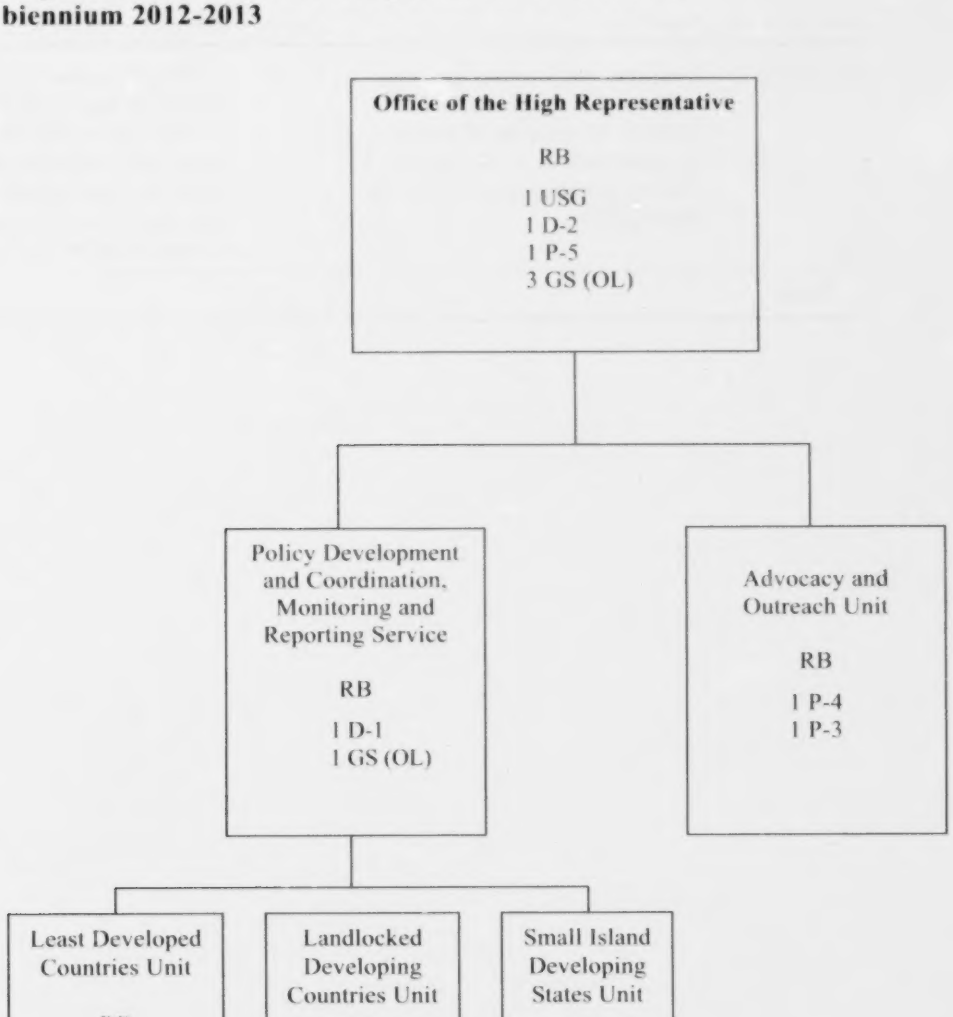
Table 10.13 **Summary of follow-up action taken to implement relevant recommendations of the oversight bodies**

Brief descriptionof the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/64/7)	
IV.24 The Committee would welcome a detailed description of the Office's new donor strategy and looks forward to that description in the proposed programme budget for the biennium 2012-2013.	A new donor strategy will be finalizedreflecting the outcomes and recommendations of the Fourth United Nations Conference on the Least Developed Countries to be held in May 2011. The strategy will aim to mobilize funds to facilitate the effective implementation of the programme of action that will be adopted at the Conference.

Brief description of the recommendation	*Action taken to implement the recommendation*
Office of Internal Oversight Services (E/AC.51/2009/2)	
52. The Office of the High Representative should work in consultation with Member States and United Nations partners to translate the broad mandates into a clearly defined strategic focus. Taking into account the consultatively formulated strategic focus, the Office of the High Representative should revise its strategic framework to: (a) Take into consideration the analytical capacity of other United Nations partners; (b) Streamline and consolidate its inter-agency coordination efforts through fewer platforms; (c) Establish regular contacts with the coordination bureaux of the constituent countries, including through providing backstopping support to the meetings of the coordination bodies; (d) Ensure that subprogramme objectives are actionable; (e) Formulate an external communications strategy that specifies how to ensure that the strategic focus of the Office of the High Representative is articulated clearly to external stakeholders and partners, and make wider use of modern information technology, in particular web-based teleconference facilities, to ensure more interactive dialogue.	The Office has already taken action to address the recommendations of the Office of Internal Oversight Services, all of which will be fully addressed during the biennium 2010-2011. The actions taken to date include the following: (a) The Office has been working with other United Nations entities to jointly implement activities. For example, in preparation of the Fourth United Nations Conference on the Least Developed Countries, the Office has organized four inter-agency meetings aimed at achieving optimal coordination with other entities contributing to the Conference. The Office has carried out regional reviewsof the Brussels Programme of Action, the Almaty Programme of Action and the Mauritius Strategy with the regional commissions. In addition, the Office has produced joint publications with the United Nations Conference on Trade and Development and the Department of Economic and Social Affairs; (b) The Office has streamlined and consolidated its inter-agency coordination efforts mainly through inter-agency meetings held twice a year to define platforms for action; (c) The Office has been meeting regularly with the bureaux of the constituent countries and providing the bureaux with substantive support; (d) The Office has developed actionable objectives for the subprogrammes and measurable indicators of achievement, as shown in the strategic framework for the biennium 2012-2013; (e) The Office has formulated an external communications strategy, which is contained in the report of the Secretary-General on the advocacy strategy on the effective and timely implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010 (A/62/322).

Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States

Organizational structure and post distribution for the biennium 2012-2013



Abbreviations: USG, Under-Secretary-General; RB, regular budget; GS, General Service; OL, Other level.

Annex

Outputs delivered in the biennium 2010-2011 not to be delivered in the biennium 2012-2013

A/64/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
10.20 (iii)	Recurrent publications: progress in the implementation of the Brussels Programme of Action by organizations of the United Nations system (Open Forum for Partnership)	1	A new programme of action will be adopted at the Fourth United Nations Conference on the Least Developed Countries and the Open Forum for Partnership will be replaced by new strategies to be recommended at the Conference
Total		**1**	

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Proposed programme budget for the biennium 2012-2013*

Part IV
International cooperation for development

Section 11
United Nations support for the New Partnership for Africa's Development

(Programme 9 of the strategic framework for the period 2012-2013)**

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* A summary of the approved programme budget will subsequently be issued as *Official Records of the General Assembly, Sixty-sixth Session, Supplement No. 6* (A/66/6/Add.1).

** *Official Records of the General Assembly, Sixty-fifth Session, Supplement No. 6* (A/65/6/Rev.1).

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Overview

Table 11.1 **Estimate of expenditure**

Proposal submitted by the Secretary-General	$12,641,000[a]
Revised appropriation for 2010-2011	$12,641,000

[a] At 2010-2011 rates.

Table 11.2 **Proposed staffing resources**

Posts	*Number*	*Level*
Regular budget		
Proposed for the biennium 2012-2013	35	1 USG, 1 D-2, 2 D-1, 4 P-5, 7 P-4, 10 P-3, 1 GS (PL), 8 GS (OL), 1 LL
Approved for the biennium 2010-2011	35	1 USG, 1 D-2, 2 D-1, 4 P-5, 7 P-4, 10 P-3, 1 GS (PL), 8 GS (OL), 1 LL

Abbreviations: USG, Under-Secretary-General; GS, General Service; PL, Principal level; OL, Other level; LL, Local level.

11.1 The programme was established following the final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s in 2002. As a result of that review, the General Assembly, by its resolution 57/7, brought to a close the New Agenda and endorsed the New Partnership for Africa's Development (NEPAD)[1] as the framework for the international community's support to African development. In its resolution 57/7, the Assembly also outlined the substantive areas and modalities for providing such support, inter alia, underscoring the need for a structure in the Secretariat in New York to review and report on the support provided by the United Nations system and the international community for the New Partnership, and on the coordinated implementation of outcomes of summits and conferences as they relate to Africa, as well as to coordinate global advocacy in support of the New Partnership. In addition, the Assembly welcomed the actions being taken at the regional level by the Economic Commission for Africa (ECA) to organize the activities of the United Nations system around thematic clusters covering the priority areas of the New Partnership and, in that regard, urged the strengthening of this process as a means of enhancing the effective response of the United Nations system in support of the New Partnership. Finally, it called upon the United Nations system to intensify its advocacy role and public information activities in support of Africa's development. Subsequently, in its resolution 57/300, the Assembly endorsed the creation of the Office of the Special Adviser on Africa and entrusted to that Office the role of coordinating both reports and advocacy in support of NEPAD. The role of the Office in supporting NEPAD has been reaffirmed by the Assembly in a series of subsequent resolutions.

11.2 At the World Summit, held at the United Nations in September 2005 (see General Assembly resolution 60/1), world leaders reaffirmed their commitment to addressing the special needs of Africa, the only continent not on track to meet any of the goals of the United Nations Millennium Declaration (see Assembly resolution 55/2) by 2015. Subsequently, world leaders reaffirmed the

[1] NEPAD was formally adopted by the Heads of State and Government of the Organization of African Unity, at its thirty-seventh ordinary session, held in Lusaka in July 2001.

special needs of Africa in the political declaration adopted by the Assembly at its high-level meeting on Africa's development needs, on 22 September 2008 (see Assembly resolution 63/1). The New Partnership includes a commitment to achieving the Millennium Development Goals, which represents an important linkage with the Millennium Declaration. NEPAD thus substantially reflects the priorities in terms of meeting the special needs of Africa as set out in the Millennium Declaration, namely, supporting the political and institutional structures of emerging democracies in Africa; further building peacekeeping capacity in cooperation with regional organizations; taking special measures to address the challenges of poverty reduction and sustainable development by cancelling debt, increasing official development assistance, enhancing private capital flows and building capacities for trade; and helping Africa to build its capacity to tackle the spread of HIV/AIDS and other infectious diseases. Consequently, through its support for NEPAD, the programme will also contribute substantively to the implementation of the Millennium Development Goals in Africa.

11.3 A major barrier to Africa's development has been the persistence of conflicts in some of the countries of the region. The need to develop a comprehensive response to promoting peace and security and development has long been recognized and was articulated in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa (A/52/871-S/1998/318). Since the issuance of that report, in 1998, a number of United Nations initiatives in Africa have been in line with the recommendations contained therein, although a great deal still needs to be done. In recognition of this, the General Assembly, by its resolution 60/223, called upon the Secretary-General to continue to monitor progress in the implementation of the recommendations. A comprehensive review of the implementation of the original 1998 recommendations is being undertaken by the Office of the Special Adviser on Africa.

11.4 In accordance with the mandate provided in the resolutions of the General Assembly, the programme aims to (a) mobilize support and galvanize the efforts of the international community for peace and development in Africa, (b) ensure that the development of Africa remains one of the main priorities of the international community, (c) promote a supportive international framework for African development efforts, (d) encourage a coordinated and effective response by the United Nations system at the policy and operational levels in support of African development and (e) strengthen and enhance South-South cooperation in support of Africa's advancement.

11.5 Regional and international efforts have focused on the implementation of NEPAD and on assisting Africa's efforts to develop a robust peace and security architecture. The programme will support those efforts through a mix of analytical work, advocacy and outreach, and by improving coordination of the work of the United Nations system in support of Africa's development.

11.6 The Office of the Special Adviser on Africa provides overall coordination and leadership of the programme, which will be the joint responsibility of the Office, ECA and the Department of Public Information.

11.7 The Office convenes strategic meetings regularly through the Inter-departmental Task Force on Africa, chaired by the Special Adviser on Africa in an effort to harmonize work related to Africa and ensuring a coherent and integrated approach to United Nations support for Africa, including follow-up to the implementation of all global summit and conference outcomes related to Africa.

11.8 The Secretary-General initiated in 2008, on an experimental basis, the realignment of the Office of the Special Adviser on Africa and the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States. The realignment initiative seeks to reinforce advocacy efforts and promote greater inter-agency coordination and donor contact to mobilize support for programmes dedicated to the development of Africa and to the least developed countries, landlocked developing countries and small island developing States;

to streamline operations and eliminate duplication and overlap so as to increase the focus on Africa's development and the specific needs of the least developed countries, landlocked developing countries and small island developing States; to amplify efforts to raise awareness and maintain political momentum towards addressing the challenges facing these countries with special needs; and to maximize the use of resources in the delivery of United Nations support for countries with special needs.

11.9 Following on from the outcomes and recommendations of the Fourth United Nations Conference on the Least Developed Countries, to be held in May 2011 in Istanbul, Turkey, the Secretary-General intends to provide Member States with an assessment of the impact of the experiment on both programmes since the beginning of the pilot scheme in 2008 aimed at determining subsequent programme and section configuration, design, and mandate delivery that may be considered by the General Assembly.

11.10 The African Union Commission has become part of the secretariat of the Regional Coordination Mechanism of United Nations agencies and organizations working in Africa, and thus the joint ECA-African Union Commission secretariat is now operational. The establishment of the joint secretariat has improved the effectiveness and efficiency in delivering activities, including: (i) improved coordination, coherence and efficiency in United Nations system-wide support to the African Union and its NEPAD programme at the regional and subregional levels: (ii) streamlined processes and programmes through joint organization and joint delivery of activities, and as a result, enhanced impact of United Nations support to NEPAD at the subregional and regional levels; and (iii) more active engagement of the African Union Commission, African Development Bank and the regional economic communities in the Regional Coordination Mechanism and the work of its clusters.

11.11 The Africa Section of the Department of Public Information will begin using the new Content Management System in the biennium 2012-2013. It will substantially improve time-effectiveness in producing *Africa Renewal*, posting material on the section's website (www.un.org/africarenewal) and updating the mailing database. It also makes the section's website more interactive with users.

11.12 The Office of the Special Adviser on Africa is proactive in working closely with Member States, the African Union, the NEPAD Planning and Coordination Agency, the African Development Bank, the Organization for Economic Cooperation and Development, the African Peer Review Mechanism secretariat, and the entire United Nations system (including the Bretton Woods institutions) in the performance of its functions. The Office works to ensure that African development issues are effectively addressed in the intergovernmental debates and in the resolutions emerging from these bodies. It seeks to raise international awareness of African development issues through advocacy and catalytic activities, participation at key forums, encouragement of United Nations system coordination, promotion of more South-South cooperation and engagement with civil society and the private sector.

11.13 The Office of the Special Adviser on Africa has implemented resolution 63/260 and has filled all the development pillar posts (2 P-3 and 1 P-4). The three posts have enabled the Office to follow more intensively the implementation of NEPAD programmes and priorities; the progress of the African Peer Review Mechanism, the evolution of Africa's institutional architecture in peace and security, such as the Peace and Security Council of the African Union and the African Stand-by Force. The Office now has greater capacity to follow ongoing work on the rule of law, mediation issues, and security sector reform. In addition, at the sixty-fifth session of the General Assembly, the Office presented a comprehensive review, on the "Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa" (A/65/152-S/2010/526) of the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable

development in Africa (A/52/871-S/1998/318). The added capacity will ensure better follow-up to the recommendations of the review, including by providing assistance in the preparation of round tables and other events supported by the Office of the Special Adviser on Africa in relation to the implementation of the recommendations; assisting the Chiefs of the Policy Analysis and Monitoring Unit and the Coordination, Advocacy and Programme Development Unit as well as the Director in the outreach and advocacy efforts related to the report; liaising with relevant partners such as the Africa Union, the regional economic communities, and NEPAD; and promoting advocacy for the efforts of African partners in implementing the recommendations of the report. The new development pillar posts have also enabled the Office to more actively participate in the discussions and meetings of the functional bodies of the Economic and Social Council, such as the Commission on Sustainable Development, as well as the ongoing work of the General Assembly and the Security Council in matters relating to Africa. With the increased human resources, the Office has been better placed to monitor Africa's development needs, in particular the progress in the achievement of the Millennium Development Goals, and commitments made by both African countries and the donor community, in the context of the improved monitoring mechanism that was submitted to the General Assembly at its sixty-fifth session.

11.14 The overall resources required for the biennium 2012-2013 under this section amount to $12,641,000 before recosting. Of this amount, resources of $10,249,600 are required for the continuation of 35 posts (1 USG, 1 D-2, 2 D-1, 4 P-5, 7 P-4, 10 P-3, 1 General Service (Principal level), 8 General Service (Other level) and 1 Local level). An amount of $2,391,400 is required for non-post requirements under other staff costs, consultants, experts, travel of staff, contractual services, and others.

11.15 In the biennium 2012-2013, the total projected extrabudgetary resources, amounting to $1,460,000, will complement resources from the regular budget to finance activities in the broad priority areas. Under subprogramme 1, during the biennium 2012-2013, the projected extrabudgetary resources, amounting to $360,000 and representing an increase of $145,000 above the estimates for the biennium 2010-2011 ($215,000), will be used for the preparation of policy papers on emerging issues in Africa, follow-up activities relating to the Fourth Tokyo International Conference on African Development and the preparation for the Fifth Tokyo International Conference on African Development, and the preparation of advocacy and promotional materials relating to NEPAD. Under subprogramme 2, during the biennium 2012-2013, the projected extrabudgetary resources, amounting to $1,100,000 and representing an increase of $937,000 above the estimates for the biennium 2010-2011 ($163,000), will complement resources from the regular budget to finance technical cooperation activities to provide support in enhancing the capacity of and coordination among Member States, the African Partnership Forum, the African Peer Review Mechanism secretariat, the African Union Commission, the NEPAD Agency, the Regional Coordination Mechanism cluster, and the regional economic communities and organizations in implementing NEPAD, the Ten-Year Capacity-Building Programme for the African Union, the Regional Coordination Mechanism, the Subregional Coordination Mechanism, and the African Peer Review Mechanism National Programme of Action. A net increase of $937,000 for the biennium 2012-2013 against the estimates of $163,000 for the biennium 2010-2011 would be mobilized from bilateral sources concerned with African development.

11.16 Pursuant to General Assembly resolution 58/269, resources identified for the conduct of monitoring and evaluation would amount to $171,700, representing a total of nine work-months of Professional staff at the D-2, P-5, P-4 and P-3 levels and six work-months of staff at the General Service (Other level), funded from regular budget resources and reflected under each subprogramme.

11.17 The issue of publications as part of the programme of work has been reviewed in the context of each subprogramme. It is anticipated that recurrent and non-recurrent publications will be issued as summarized in table 11.3 below and as distributed in the output information for each subprogramme.

Table 11.3 **Summary of publications**

	2008-2009 actual	*2010-2011 estimate*	*2012-2013 estimate*
Recurrent	20	20	16
Non-recurrent	17	15	13
Total	**37**	**35**	**29**

11.18 The estimated percentage distribution of the programme resources in the biennium 2012-2013 is shown in table 11.4.

Table 11.4 **Distribution of resources by component**

(Percentage)

	Regular budget	*Extrabudgetary*
Coordination of Global Advocacy of and Support for the New Partnership for Africa's Development	67.6	24.7
Regional coordination of and support for the New Partnership for Africa's Development	14.0	75.3
Public information and awareness activities in support of the New Partnership for Africa's Development	18.4	—
Total	**100.0**	**100.0**

11.19 The distribution of resources is summarized in tables 11.5 and 11.6.

Table 11.5 **Post requirements**

	Established regular budget posts		*Temporary posts*				*Total*	
			Regular budget		*Extrabudgetary*			
Category	*2010-2011*	*2012-2013*	*2010-2011*	*2012-2013*	*2010-2011*	*2012-2013*	*2010-2011*	*2012-2013*
Professional and above								
USG	1	1	—	—	—	—	1	1
D-2	1	1	—	—	—	—	1	1
D-1	2	2	—	—	—	—	2	2
P-5	4	4	—	—	—	—	4	4
P-4/3	17	17	—	—	—	—	17	17
Subtotal	**25**	**25**	—	—	—	—	**25**	**25**

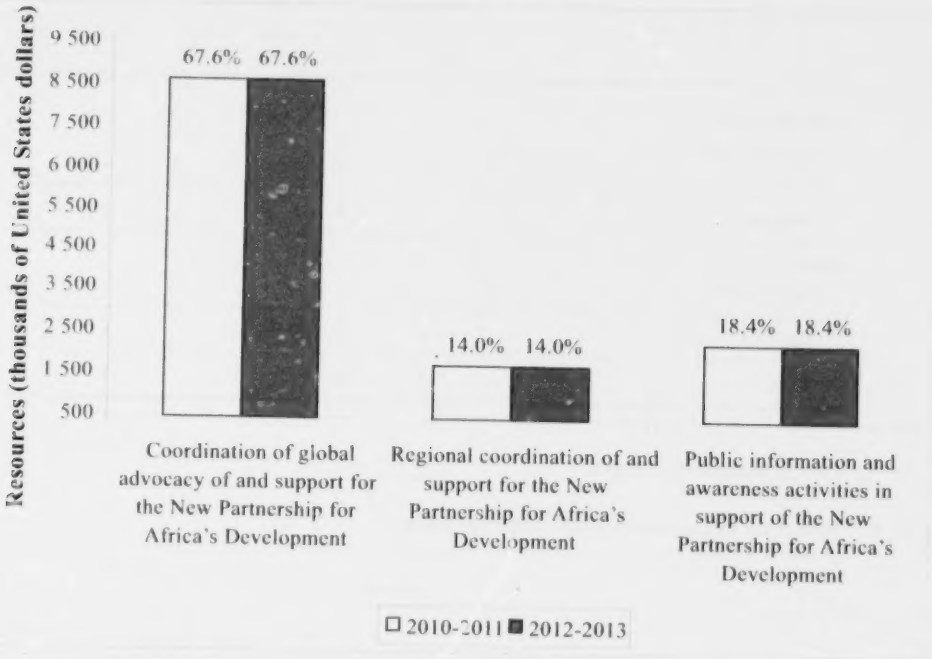
Category	Established regular budget posts		Temporary posts				Total	
			Regular budget		Extrabudgetary			
	2010-2011	2012-2013	2010-2011	2012-2013	2010-2011	2012-2013	2010-2011	2012-2013
General Service								
Principal level	1	1	—	—	—	—	1	1
Other level	8	8	—	—	—	—	8	8
Subtotal	**9**	**9**	—	—	—	—	**9**	**9**
Other								
Local level	1	1	—	—	—	—	1	1
Subtotal	**1**	**1**	—	—	—	—	**1**	**1**
Total	**35**	**35**	—	—	—	—	**35**	**35**

Programme of work

Table 11.6 **Resource requirements by subprogramme**

	Resources (thousands of United States dollars)		Posts	
	2010-2011	2012-2013 (before recosting)	2010-2011	2012-2013 (before recosting)
Regular budget				
Coordination of global advocacy of and support for the New Partnership for Africa's Development	8 549.3	8 549.3	23	23
Regional coordination of and support for the New Partnership for Africa's Development	1 764.7	1 764.7	5	5
Public information and awareness activities in support of the New Partnership for Africa's Development	2 327.0	2 327.0	7	7
Subtotal	**12 641.0**	**12 641.0**	**35**	**35**
Extrabudgetary	378.0	1 460.0	—	—
Total	**13 019.0**	**14 101.0**	**35**	**35**

Regular budget resource requirements by subprogramme



Subprogramme 1
Coordination of global advocacy of and support for the New Partnership for Africa's Development

Resource requirements (before recosting): $8,549,300

11.20 The responsibility for this subprogramme is vested in the Office of the Special Adviser on Africa, which will be proactive in working closely with Member States, the African Union, the NEPAD Agency and the entire United Nations system (including the Bretton Woods institutions) in the performance of its function. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 1 of programme 9 of the strategic framework for the period 2012-2013 (A/65/6/Rev.1).

Table 11.7 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen international cooperation in support of the New Partnership for Africa's Development and the achievement of the Millennium Development Goals in Africa

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased international community support for Africa's development, in general, and for NEPAD, in particular	(a) (i) An increase in the number of United Nations system activities in support of Africa's development *Performance measures* 2008-2009: 135 activities Estimate 2010-2011: 140 activities Target 2012-2013: 145 activities (ii) Increased number of international forums addressing South-South cooperation in support of Africa *Performance measures* 2008-2009: 6 forums Estimate 2010-2011: 8 forums Target 2012-2013: 10 forums
(b) Improved United Nations coordination in providing support to Africa's development	(b) Increased number of joint initiatives in support of Africa's development undertaken by United Nations system agencies *Performance measures* 2008-2009: 40 joint initiatives Estimate 2010-2011: 45 joint initiatives Target 2012-2013: 50 joint initiatives
(c) Increased international awareness of Africa's development issues	(c) Increased number of visits to the websites of the Office of the Special Adviser on Africa *Performance measures* 2008-2009: 300 visits per day Estimate 2010-2011: 400 visits per day Target 2012-2013: 500 visits per day

External factors

11.21 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) Member States continue to demonstrate the political will to implement effective actions in support of the New Partnership for Africa's Development and the African agenda in general; (b) the private sector and civil society, not only internationally, but especially in Africa itself, show their willingness to be involved in the implementation of the New Partnership; and (c) all partners implement their financial pledges and other commitments in support of the New Partnership.

Outputs

11.22 During the biennium 2012-2013, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary):

(i) General Assembly:

a. Substantive servicing of meetings in connection with the agenda item entitled "New Partnership for Africa's Development: progress in implementation and international support" (8);

b. Parliamentary documentation: report on the New Partnership for Africa's Development: progress in implementation and international support (2);

(ii) Economic and Social Council: substantive servicing of meetings; substantive servicing of Economic and Social Council meetings related to items on Africa's development (2);

(iii) Committee for Programme and Coordination:

a. Substantive servicing of meetings in connection with the Committee for Programme and Coordination during its consideration of the report of the Secretary-General on the United Nations system support for the New Partnership for Africa's Development (3);

b. Parliamentary documentation: United Nations system support for the New Partnership for Africa's Development (2);

(iv) Ad hoc expert groups: managing diversity in Africa (1); elections, governance and violence in Africa (1); beyond traditional aid: mobilizing new sources of development finance for the implementation of NEPAD and the achievement of the Millennium Development Goals (1); infrastructure development within the context of Africa's cooperation with new and emerging development partners (1); panel discussion on African successes: Are leading African countries the next new and emerging economies? (1); panel discussion on promoting a green economy in Africa: Challenges and Opportunities (1); and panel discussion on the role of regional organizations in peace and development in Africa (1);

(v) Inter-agency meetings: coordination of the Advocacy and Communications Cluster of the Regional Coordination Mechanism of United Nations agencies working in Africa (1); coordination of the Interdepartmental Task Force on Africa (1);

(b) Other substantive activities (regular budget and extrabudgetary):

(i) Recurrent publications: an overview of African Peace and Development: topical issues in the implementation of the New Partnership (1); folder on United Nations system

support for the New Partnership for Africa's Development (2); directory of African non-governmental organizations (1);

(ii) Non-recurrent publications: report on managing diversity in Africa (1); report on panel discussion on the role of regional organizations in peace and development in Africa (1); report on elections, governance and violence in Africa (1); report on panel discussion on African successes: Are leading African countries the next new and emerging economies? (1); report on panel discussion on promoting a green economy in Africa: Challenges and Opportunities (1); report on beyond traditional aid: mobilizing new sources of development finance for the implementation of NEPAD and the achievement of the Millennium Development Goals (1); report on infrastructure development within the context of Africa's cooperation with new and emerging development partners (1); report on the Tokyo International Conference on African Development (1); policy briefs related to the policy developments and follow-up to the comprehensive review process (2);

(iii) Seminars for outside users: briefings of Member States and other stakeholders, including the private sector and civil society, on current and emerging issues regarding Africa's development and progress in implementation of the New Partnership for Africa's Development and on follow-up to United Nations global conferences (8);

(iv) Audio-visual resources: database on African non-governmental organizations (2); management of the website of the Office of the Special Adviser on Africa (www.un.org/africa/osaa) (1).

Table 11.8 **Resource requirements: subprogramme 1**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Post	7 134.9	7 134.9	23	23
Non-Post	1 414.4	1 414.4	—	—
Subtotal	**8 549.3**	**8 549.3**	**23**	**23**
Extrabudgetary	215.0	360.0	—	—
Total	**8 764.3**	**8 909.3**	**23**	**23**

11.23 Resources in the amount of $8,549,300 are required for the continuation of 23 posts (1 USG, 1 D-2, 2 D-1, 2 P-5, 4 P-4, 7 P-3, 1 General Service (Principal level) and 5 General Service (Other level)), and non-post operational resources, including other staff costs, consultants, experts, travel of staff, contractual services, etc.

11.24 During the biennium 2012-2013, the projected extrabudgetary resources, amounting to $360,000, will complement resources from the regular budget to finance activities such as the preparation of policy papers on emerging issues in Africa, travel of representatives to attend conferences and meetings, and conference costs. Extrabudgetary resources play an important role in involving a broader range of civil society, private sector actors in mandated activities, including expert group meetings and panels, and increasing the profile of NEPAD among all stakeholders. The low rate of implementation of extrabudgetary activities ($215,000) in 2010-2011 reflects the limited level of extrabudgetary fund mobilization during 2010.

Subprogramme 2
Regional coordination of and support for the New Partnership for Africa's Development

Resource requirements (before recosting): $1,764,700

11.25 Substantive responsibility for this subprogramme is vested in the Economic Commission for Africa. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 2 of programme 9 of the strategic framework for the period 2012-2013 (A/65/6/Rev.1).

Table 11.9 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen the United Nations system-wide support for the African Union and its New Partnership for Africa's Development programme, at the regional and subregional levels, within the context of the declaration on "Enhancing United Nations-African Union Cooperation: Framework for the Ten-Year Capacity-Building Programme for the African Union"

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced coherence, coordination and cooperation among United Nations agencies and organizations in support of the implementation of the African Union's Africa Action Plan 2010-2015 and other NEPAD programmes at the regional level	(a) Increased number of joint programmes implemented by the Regional Coordination Mechanism clusters in support of the African Union's NEPAD programmes at the regional level *Performance measures* 2008-2009: 12 joint programmes Estimate 2010-2011: 15 joint programmes Target 2012-2013: 16 joint programmes
(b) Enhanced cooperation among United Nations agencies/organizations and the regional economic communities in support of the implementation of the African Union's NEPAD programmes at the subregional level	(b) Increased number of coordination mechanisms established at the subregional level and support given to their maintenance and continuity *Performance measures* 2008-2009: 0 coordination mechanisms Estimate 2010-2011: 2 coordination mechanisms Target 2012-2013: 4 coordination mechanisms

External factors

11.26 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) United Nations agencies/organizations working in Africa are committed to the

implementation of joint activities and programmes in support of the African Union and its New Partnership for Africa's Development programme, the implementation of the Ten-Year Capacity-Building Programme for the African Union, and the attainment of the United Nations Millennium Development Goals; and (b) African regional bodies, the regional economic communities and intergovernmental organizations are supportive of the United Nations efforts to strengthen system-wide support for the African Union and the New Partnership for Africa's Development programme as well as the implementation of the Ten-Year Capacity-Building Programme for the African Union.

Outputs

11.27 During the biennium 2012-2013, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary):

(i) Substantive servicing of meetings: annual session of the Regional Coordination Mechanism for Africa of United Nations agencies and organizations working in Africa in support of the African Union and its NEPAD programme and the Ten-Year Capacity-Building Programme for the African Union (12);

(ii) Parliamentary documents: reports to the annual sessions of the regional coordination meeting of United Nations agencies and organizations working in Africa in support of the African Union and its NEPAD programme and the Ten-Year Capacity-Building Programme for the African Union (2); reports to the intergovernmental session of ECA subregional offices on the United Nations system-wide support for the implementation of NEPAD and the Ten-Year Capacity-Building Programme for the African Union at the subregional level (2);

(iii) Ad hoc expert groups: implementation of the NEPAD and the Ten-Year Capacity-Building Programme for the African Union (1); technical learning group meeting to report and exchange experiences and best practices of Subregional Coordination Mechanism (1);

(b) Other substantive activities (regular budget and extrabudgetary):

(i) Non-recurrent publications: implementation of NEPAD and the Ten-Year Capacity-Building Programme for the African Union (1); report on experiences and best practices of Subregional Coordination Mechanism (1);

(ii) Booklets, pamphlets, fact sheets, wallcharts, information kits: booklet and other promotional materials highlighting best practices as well as effective joint projects/programmes in support of the African Union and the implementation of NEPAD and the Ten-Year Capacity-Building Programme for the African Union by Untied Nations agencies, the African Union Commission, the NEPAD Planning and Coordinating Agency and the regional economic communities (4);

(iii) Technical material: maintenance of a website on United Nations support to NEPAD and to the Ten-Year Capacity-Building Programme for the African Union within the Regional Coordination Mechanism for Africa of United Nations agencies and organizations working in Africa and the Subregional Coordination Mechanism (1); maintenance of e-discussion lists for each of the clusters of the Regional Coordination Mechanism for Africa of United Nations agencies and organizations working in Africa and the Subregional Coordination Mechanism to improve intra-cluster dialogue and facilitate cross-sectoral programming and implementation within clusters and

subclusters (1); preparing and updating of guidelines for enhancing coordination of Regional Coordination Mechanism cluster and subcluster activities (2);

(iv) Substantive servicing of inter-agency meetings: functional support for meetings of the United Nations thematic clusters of the Regional Coordination Mechanism for Africa of United Nations agencies and organizations working in Africa in support of the African Union and the implementation of NEPAD and for meetings of the Subregional Coordination Mechanism (1);

(v) Contribution to joint outputs: functional support to enhance cooperation among United Nations agencies at the subregional level in building the capacity of the Subregional Coordination Mechanism for joint implementation by United Nations system organizations of programmes in support of the regional economic communities in programme development and delivery (1); functional support to meetings organized within the context of enhancing the United Nations-African Union cooperation framework for the implementation of the Ten-Year Capacity-Building Programme for the African Union (1); and advocacy and outreach activities for NEPAD in collaboration with the Office of the Special Adviser on Africa, the Department of Public Information, the United Nations Development Programme, the NEPAD Agency and the regional economic communities (1);

(c) Technical cooperation (regular budget and extrabudgetary):

(i) Advisory services: provision of advisory services, upon request, to Member States, the regional economic communities and intergovernmental organizations, the African Union Commission, the NEPAD Planning and Coordinating Agency, the Africa Partnership Forum, the NEPAD Steering Committee, and the African Peer Review Mechanism secretariat, especially relating to: the implementation of the United Nations/African Union cooperation within the framework of the Ten-Year Capacity-Building Programme for the African Union (4); the regional economic communities and the NEPAD Planning and Coordinating Agency in advancing the NEPAD programme and action plans (3); the African Peer Review Mechanism countries in the peer review process and in the implementation of their National Programmes of Action (3); the regional economic communities in establishing the Subregional Coordination Mechanism (8);

(ii) Training courses, seminars and workshops: seminar on resource mobilization for the Regional Coordination Mechanism for Africa of United Nations agencies and organizations working in Africa and the implementation of the Ten-Year Capacity-Building Programme for the African Union (1);

(iii) Field projects: capacity-building support to the African Union Commission, the regional economic communities and the NEPAD Planning and Coordinating Agency in the implementation of NEPAD priority projects and programmes, especially in facilitating the joint implementation, monitoring and evaluation, and reporting of activities within the framework of the Regional Coordination Mechanism of United Nations agencies and organizations working in Africa, the Subregional Coordination Mechanism and in the context of the Ten-Year Capacity Building Programme for the African Union (1).

Table 11.10 **Resource requirements: subprogramme 2**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Post	1 352.2	1 352.2	5	5
Non-Post	412.5	412.5	—	—
Subtotal	**1 764.7**	**1 764.7**	**5**	**5**
Extrabudgetary	163.0	1 100.0	—	—
Total	**1 927.7**	**2 864.7**	**5**	**5**

11.28 Resources in the amount of $1,764,700 would provide for the continuation of five posts (1 P-5, 2 P-4, 1 P-3 and 1 Local level), and non-post requirements under other staff costs, consultants, experts and travel of staff.

11.29 The projected extrabudgetary resources, amounting to $1,100,000, will complement resources from the regular budget to finance various technical cooperation activities such as the provision of advisory services; the organization of seminars, field projects, and capacity-building workshops in implementing the African Union and NEPAD priority projects and programmes; and the substantive servicing of the annual session of the Regional Coordination Mechanism for Africa of United Nations agencies and organizations working in Africa in support of NEPAD. A net increase of $937,000 for the biennium 2012-2013 against the estimates of $163,000 for the biennium 2010-2011 would be mobilized from bilateral sources concerned with African development.

Subprogramme 3
Public information and awareness activities in support of the New Partnership for Africa's Development

Resource requirements (before recosting): $2,327,000

11.30 Substantive responsibility for the subprogramme lies with the Department of Public Information. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 3 of programme 9 of the strategic framework for the period 2012-2013 (A/65/6/Rev.1).

Table 11.11 **Objectives of the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To raise international support for the economic, political and social development of Africa, as well as of the efforts made by Africa and the international community to promote the economic recovery and sustainable development of the region in pursuit of the goals of the New Partnership for Africa's Development and the achievement of the Millennium Development Goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced awareness of key thematic issues of NEPAD and other issues related to economic recovery and sustainable development in Africa	(a) (i) Increased percentage of the target audience expressing satisfaction with the materials published in *Africa Renewal* *Performance measures* 2008-2009: 65 per cent Estimate 2010-2011: 68 per cent Target 2012-2013: 70 per cent (ii) Increased number of online news features republished as a result of continuing interest *Performance measures* 2008-2009: 732 articles Estimate 2010-2011: 750 articles Target 2012-2013: 800 articles (iii) Improved dissemination of information on Africa's economic, political and social development through the strengthening of collaboration with existing communication mechanisms within the United Nations system *Performance measures* Number of visitors to Africa Renewal online per biennium 2008-2009: not applicable Estimate 2010-2011: 400,000 Target 2012-2013: 500,000

	Performance measures
	Number of page views on Africa Renewal online per biennium
	2008-2009: not applicable
	Estimate 2010-2011: 500,000
	Target 2012-2013: 600,000

External factors

11.31 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that external media (editors and journalists) are willing to accept publication materials prepared and disseminated by the Africa Section. The quality of the information that can be prepared by the subprogramme is influenced by the ability of partners (United Nations agencies, the African Union, the NEPAD Agency, actors in Africa and the international community) to share information on their activities related to the goals, challenges and accomplishments of NEPAD.

Outputs

11.32 During the biennium 2012-2013, the following outputs will be delivered: other substantive activities (regular budget):

(a) Recurrent publications: *Africa Renewal* in English (6); *Afrique Renouveau* in French (6);

(b) Booklets, fact sheets, wallcharts, information kits: information kits, briefing papers, press releases, media advisories on major international, regional and local initiatives and developments that support or have an impact on Africa's economic and social development (2);

(c) Press releases, press conferences: promotion of information materials produced by the Section through media liaison with editors and writers in major African media and with major donor and other countries to place these articles and to include relevant information on United Nations support for Africa in their own materials (2);

(d) Technical material: *Africa Renewal* online (English and French versions): develop and maintain the website, produce content tailored to the media and others interested in Africa's development for access through the website and create the site design and page layouts to optimize audience access (www.un.org/africarenewal) (2);

(e) Contribution to joint outputs: contribution to the work of the Advocacy and Communications Cluster and United Nations mechanism for coordination of the New Partnership for Africa's Development (4).

Table 11.12 **Resource requirements: subprogramme 3**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Post	1 762.5	1 762.5	7	7
Non-Post	564.5	564.5	—	—
Subtotal	**2 327.0**	**2 327.0**	**7**	**7**
Extrabudgetary	—	—	—	—
Total	**2 327.0**	**2 327.0**	**7**	**7**

11.33 Resources in the amount of $2,327,000 would provide for the continuation of seven posts (1 P-5, 1 P-4, 2 P-3 and 3 General Service (Other level)) and non-post requirements under other staff costs, travel of representatives, travel of staff, contractual services, general operating expenses, supplies and materials and furniture and equipment.

Table 11.13 **Summary of follow-up action taken to implement relevant recommendations of the oversight bodies**

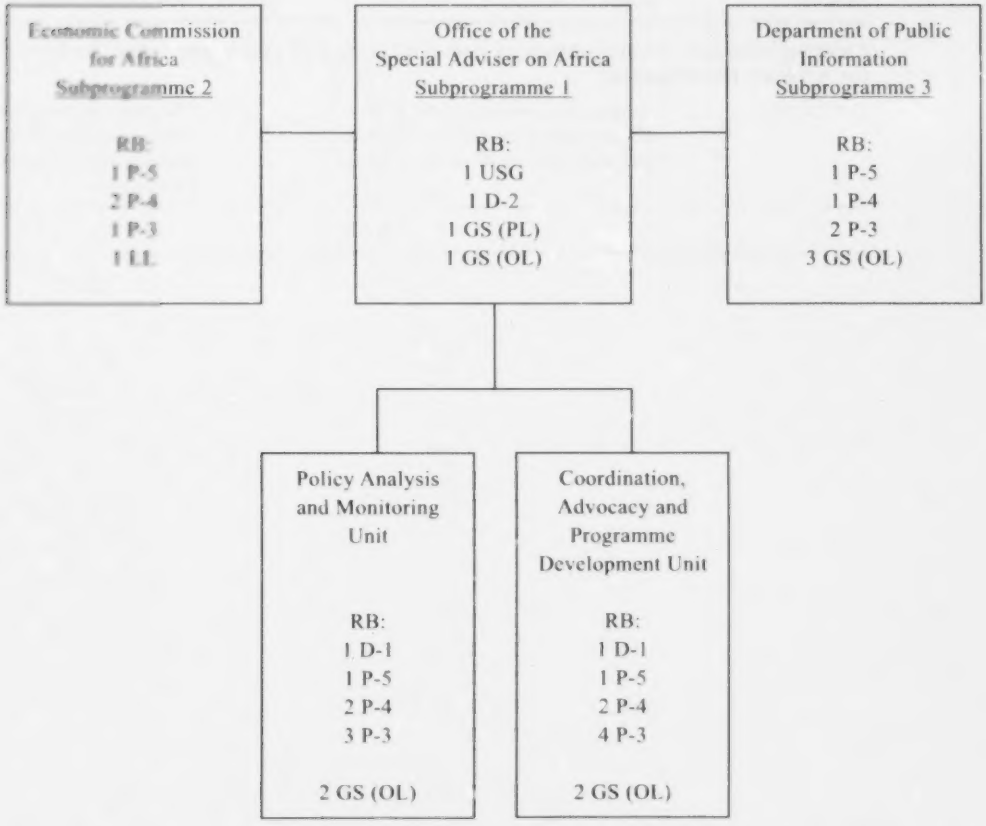
Brief description of the recommendation	*Action taken to implement the recommendation*
Report of the Office of International Oversight Services (E/AC.51/2009/2)	
The Secretary-General should undertake a review of the subprogramme structure within United Nations support for NEPAD, with the aim of bringing three subprogrammes under the responsibility and oversight of one senior officer, for consideration by the General Assembly (para. 48)	The Secretary-General initiated in 2008, on an experimental basis, the realignment of the Office of the Special Adviser on Africa and the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States to reinforce advocacy efforts and promote greater inter-agency coordination and donor contact The recommendations, which express support for this initiative, were considered by the Committee for Programme Coordination at its forty-ninth session. The Committee expressed concern that the assessment by OIOS of the Office of the High Representative and the Office of the Special Adviser disregarded the relevant mandates of the two Offices and resolutions of the General Assembly and regretted that OIOS had expressed support for the Secretary-General's proposal for an alignment of functions between the two Offices when the Assembly had decided not to approve that proposal (see report of the Committee for Programme and Coordination (A/64/16, para. 57))

Brief description of the recommendation	*Action taken to implement the recommendation*
	The Committee for Programme and Coordination recommended that the General Assembly request the Secretary-General to ensure coordination and synergy in the area of overlap between the Office of the High Representative and the Office of the Special Adviser in order to achieve results in the most effective way (see report of the Committee for Programme and Coordination (A/64/16, para. 53))
	Following on from the outcomes and recommendations of the Fourth United Nations Conference on the Least Developed Countries to be held in May 2011 in Istanbul, Turkey, the Secretary-General intends to provide Member States with an assessment of the impact of the experiment on both programmes. (see paragraphs 11. 8 and 11.9 above)
The Office of the Special Adviser on Africa, ECA and the Department of Public Information should undertake a joint strategic planning exercise so as to translate the United Nations support for NEPAD mandate into a clearly defined programmatic focus for each of the three areas — advocacy, coordination and public information (para. 49)	The Office has initiated discussion with ECA and the Department of Public Information on this issue. The Office convenes strategic meetings regularly through the interdepartmental Task Force on Africa, chaired by the Special Adviser on Africa, in an effort to harmonize work related to Africa and to ensure a coherent and integrated approach to United Nations support for Africa
The programme of United Nations support for NEPAD (Prog. 9/Sect. 11) should consider formulating a proposal for the purpose of strengthening the backstopping support for the regional consultative mechanism, by way of (a) the provision of additional resources, (b) the reassignment of staffing resources within United Nations support for NEPAD or (c) secondment from other United Nations entities, for the consideration of the General Assembly (para. 51)	The Office will formulate such a proposal, reflecting the outcomes and recommendations of the Fourth United Nations Conference on the Least Developed Countries, to be held in Istanbul in May 2011
Report of the Committee for Programme and Coordination (A/64/16)	
The Committee recommended that the General Assembly request the Special Adviser on Africa to pursue further the renewal of the international community's partnership for Africa's development and to engage all relevant United Nations programmes and regional organizations to fully support Africa's commitments pursuant to resolution 63/1 (para. 140)	The Office has substantially increased its collaboration with the African Union Commission, especially the African Union Observer Mission in New York, and with the NEPAD Planning and Coordination Agency

Brief description of the recommendation	*Action taken to implement the recommendation*
The Committee reiterated its previous recommendation that the General Assembly request the Office of the Special Adviser on Africa to ensure that United Nations support for NEPAD moves from debate, assessments and recommendations to tangible action and results in respect of NEPAD projects across the African continent and to report thereon in its next report at the fiftieth session of the Committee (para. 144)	The Office has requested the United Nations agencies to provide more specific and detailed information on the direct impact of their activities in support of NEPAD implementation, which evidence the tangible outputs. This information will be collated by the Office for presentation to the Committee for Programme and Coordination

United Nations support for the New Partnership for Africa's Development

Organizational structure and post distribution for the biennium 2012-2013



Abbreviations: USG, Under-Secretary-General; RB, regular budget; GS, General Service; PL, Principal level; OL, Other level; LL, Local level.

Annex

Outputs produced in 2010-2011 not to be carried out in the biennium 2012-2013

A/64/6 (Sect. 11) paragraph	*Output*	*Quantity*	*Reason for discontinuation*
Subprogramme 1, Coordination of global advocacy of and support for the New Partnership for Africa's Development			
11.17(a)(ii)	Substantive servicing of the ad hoc advisory group on African countries emerging from conflict (as required)	1	The group no longer deals with African countries following the creation of the Peacebuilding Commission
	Total	**1**	